



## **National Commission on the Future of the Army**

2530 Crystal Drive, Zachary Taylor Building, Suite 5000  
Arlington, VA 22202

**SUBJECT:** National Commission on the Future of the Army (NCFA), Ft. Drum, NY Site Visit September 9, 2015

**Date:** September 9, 2015

**Times:** 08:00 -16:25

**Location:** Ft. Drum, NY

**Format:** Briefings and Round Table Discussions

**Attendees:**

LTG(R) Jack Stultz, Commissioner

LTC Michael Lockwood, Alternate Designated Federal Officer (ADFO)

MG(R) Raymond Carpenter, Executive Director, NCFA

LTC Steve Pierce, NCFA Staff

MAJ Doroneth White, NCFA Staff

Mr. Sankar Bhattacharjee, NCFA Staff

Mr. Andrew Feickert, NCFA Staff

**Documents Submitted to Commission:**

1. 10th Mountain Division and Fort Drum Integrated Command Briefing
2. 42<sup>nd</sup> Infantry Division Command Briefing
3. 42<sup>nd</sup> Combat Aviation Brigade Operational Readiness Briefing
4. Statement by BG Raymond Shields, Director, Joint Staff-New York National Guard

**Meeting Summary**

At 0800 hours, Commissioner Stultz, MG(R) Carpenter, LTC Lockwood, and Mr. Feickert participated in an office all at Division Headquarters with MG Bannister, Commanding General, 10th Mountain Division; BG Howard, Deputy Commanding General, 10th Mountain Division; and CSM Lewis, Command Sergeant Major, 10th Mountain Division. Commissioner Stultz provided an overview of the NCFA's charter. ADFO explained the Federal Advisory Commission Act (FACA), and how the NCFA operates under FACA provisions.

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MG Bannister discussed several key points. The Division currently has seven ongoing missions. Operational tempo (OPTEMPO) is characterized as “not too bad” as these missions generally do not involve entire units with only the senior unit leadership performing as most of the missions are Advise and Assist missions. Ft. Drum is unique among Army installations as the post has no hospital and Soldiers, dependents, and retirees rely on local civilian hospitals and health care providers. There are also no DOD schools on Ft. Drum and dependent children attend local civilian schools off post. Gray Eagle unmanned aerial vehicle (UAVs) units recently assigned to the 10th Mountain Division and Air National Guard UAV units (174th Fighter Wing MQ-9 Predator) operate out of Wheeler Sack Army Airfield (WSAAF). Airspace for UAV operations is less than optimal. MG Bannister noted there is legislation in the works to address the UAV issue. The office call ended at 08:35.

After the office call, Commissioner Stultz, ADFO, and NCFA Staff received a 10th Mountain Division and Ft. Drum Integrated Command Brief followed by a round table discussion. Attending for the 10th Mountain Division, the New York National Guard, and Ft. Drum Installation were:

MG Jeffery Bannister, 10th MTN Commanding General  
BG Michael Howard, 10th MTN Deputy Commanding General  
CSM Rodney Lewis, 10th MTN Command Sergeant Major  
MG Patrick Murphy, Adjutant General, New York  
MG Anthony German, Assistant Adjutant General, New York  
MG Harry Miller, 42nd Infantry Division Commanding General  
BG Andrew Rohling, NYARNG  
BG Raymond Shields, Director, Joint Staff, NY National Guard (NYNG)  
BG Michael Swezey, NYARNG  
COL Bryan Laske, Ft. Drum Garrison Commander  
COL Mark Himes, G-3, 10th Mountain Division  
COL Michael McCurry, 10th Combat Aviation Brigade (CAB) Commander

The briefings were held in the Division Headquarters Conference Room and started at 08:40. Commissioner Stultz provided an overview of the NCFA’s charter and the Federal Advisory Commission Act (FACA). The ADFO discussed how the NCFA operates under FACA.

First topic discussed was the Northeast Regional Partnership (NERP) program. The 10th Mountain Division has two enduring partners – the 27th Infantry Brigade (NYARNG) and the 86th Infantry Brigade (Vermont ARNG), and now has an additional

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13 National Guard and Army Reserve units assigned as partnership units under the Forces Command (FORSCOM) AC-RC partnership initiative. The 10th Mountain suggested 15 total partnership units might be excessive, particularly given their deployment profile and limited rear detachment training capabilities.

In terms of the Army Total Force Partnership (ATFP) program, there is difficulty in getting RC partner units funded so they can participate in Combat Training Center (CTC) rotations. Commissioner Stultz noted RC sustainment unit support for CTC rotations has been very much a “pick-up game” and not predicated on ATFP partnerships.

The recent 28% manning reduction in 10th Mountain Division<sup>1</sup> staff has caused problems in terms of mission command. However, the Division is scheduled to receive 95 RC Soldier as a “plug in” element to compensate for this loss. In order for the Division to maintain a reach back capability for its units operating on multiple continents, a suitable Home Station Mission Command element must be grown. In addition to personnel, adequate facilities – including a large Sensitive Compartmentalized Information Facility (SCIF) - are required.

10th Combat Aviation Brigade Commander stated aviation units are not getting enough train up time from one rotation to the next, which carries increased risks and safety concerns. MG Bannister pointed out under the new proposed Objective-T Training Readiness System, Combined Arms Live Fire Exercises (CALFEXs) require rotary wing participation, which will produce further stress on CABs. The round table discussion ended at 12:20.

At 12:30, Commissioner Stultz, ADFO, and NCFA Staff departed the 10th Mountain Division Headquarters and travelled to the Ft. Drum Maneuver Area Training Equipment Site (MATES) for lunch. After lunch, the group received briefings from the 42nd Infantry Division, the 42nd CAB, and the New York National Guard concerning Domestic Operations. These briefings started at 13:20. Attending for the 10th Mountain Division, the 42nd Infantry Division, and NYNG were:

MG Patrick Murphy, Adjutant General, New York  
MG Anthony German, Assistant Adjutant General, New York  
MG Harry Miller, 42nd Infantry Division Commanding General  
MG Jeffery Bannister, 10th Mountain Division Commanding General  
BG Michael Howard, 10th Mountain Division Deputy Commanding General

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<sup>1</sup> Army Divisions converted to only headquarters under the modular reorganization initiative. Army Divisions no longer have organic brigades.

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BG Raymond Shields, Director, Joint Staff, NYNG  
COL Jack James, Commander, 42nd Combat Aviation Brigade

Commissioner Stultz provided an overview of the NCFA's charter. ADFO explained how the NCFA operates under FACA.

42nd Infantry Division (ID) Commander noted the 42nd ID has units in five States with a long-standing relationship with the 10th Mountain Division. All commands meet twice a year to coordinate training opportunities. He noted the 27th Infantry Brigade Combat Team (IBCT) is scheduled to go to the Joint Readiness Training Center (JRTC) in 2016. The IBCT's last Combat Training Center (CTC) rotation was in 2001. This highlighted that having only two CTC rotations for the entire ARNG per year is inadequate.

NCFA staff asked about the impact of Army Regulation (AR) 350-1 mandatory training. The 42nd ID Commander replied the requirements are simply too overwhelming for the ARNG and additional training time is needed. Commanders need flexibility, but "nothing ever comes off the plate" in terms of training requirements.

The 42nd CAB Commander noted the 42nd CAB is fortunate with two battalions in the state of New York. This means he can move officers and leaders into various career-broadening assignments without changing between States. The 42nd CAB Commander noted the units has taken a reduction in flying hours and is concerned about further cuts in flying hours under fiscal constraints from a possible Continuing Resolution. In particular, he is worried about getting flying hours for pilots just out of flight school. Additionally, he would like more seats at flight school as they have taken a two thirds reduction in the past few years. He concluded the CAB was enjoying high readiness because they were coming off deployment, but readiness would diminish without more flying hours and funding for school slots.

The NYARNG currently has about 500 soldiers on State Active Duty Status as part of Operation Empire Shield, conducting law enforcement activities at airports and train stations and other potential infrastructure targets. Operation Empire Shield has been ongoing since September 11, 2001. There are about 10,000 National Guard Soldiers and 18 maintenance facilities throughout the state. The NYNG has also requested adding a cyber-defense team for civil support. Current issues for NYNG include a 60% reduction in funds to send Soldiers and leaders to schools and Full Time Support (FTS) reductions, which are causing equipment readiness problems adversely impacting domestic operations.

The meeting concluded at 16:25 hrs.